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NATIONAL FOREIGN ASSESSMENT CENTER

WASHINGTON, D. C. 20505

Director

NFAC 1593-80

5 MAR 1980

OFFICE OF IMAGERY ANALYSIS	
DIRECTOR	
DEP DIRECTOR	
EXEC OFFICER	
SECRETARY/DIR	<i>1/2</i>
SECRETARY/DEP DIR	
7 MAR 1980 <i>GB</i>	

File - Prod., etc.

MEMORANDUM FOR: All Office Directors
Chairman, NIC
Chief, PMES
Chairpersons, Research Production
Plan Working Groups

SUBJECT: NFAC Research Production Planning

1. As a result of the 27 February meeting of the Production Planning Working Group and the NIOs, 14 working groups have been established to develop thematic issues for broad regional and functional categories as a framework for the next running of the research planning cycle. I have reviewed the lists and selected Chairpersons to head the groups. The list of the group members and their Chairpersons together with earlier memoranda outlining the concept of a thematic framework for the research plan are attached.

2. There will be a meeting of the Chairpersons and the Office Directors chaired by the Chairman of the National Intelligence Council in my stead on 7 March at 11:00 in Room 7E32. At that time, additional material on the thematic issues prepared by the Offices and the NIOs will be provided together with further specific guidance on the process.

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Bruce C. Clarke, Jr.

Attachment:
as stated

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NFAC 1319-80

Memorandum For: Office Directors, C/NIC, NIOs,
PMES, CRES, SRP

Subject: NFAC Research Production Plan

1. Attached to this memorandum is a new version of the framework for the Research Production Plan which was discussed with you by D/NFAC on 13 February. The framework has been substantially modified to take into account comments provided as a result of that meeting. Basically, the attempt to define cardinal issues has been pared back so that the breadth of research has been divided into 13 regional and functional categories much as in the previous production plan. But the central emphasis of the development of the framework remains the refinement of those categories into issue oriented themes to which NFAC research can be related. A number of proposed examples of such themes are included in the attachment. They are set forth only as examples of what will be needed. To a large extent they already reflect the views of the Offices and the NIOs but must be augmented and refined.

2. The development of these issues will be the responsibility of working groups developed for each general category. These groups will comprise representatives of each Office concerned with a given topic and the appropriate NIO. The individuals to be involved should be both substantively qualified and able to speak with authority on behalf of their Office. Of equal importance will be their ability to think broadly and imaginatively about the specific area of concern in the development of the issues.

3. Identifying the membership of these groups will be the responsibility of the Production Planning Working Group comprising the Deputy Directors of the Offices, the NIOs, [redacted] representing D/NFAC and [redacted] of PME Staff. STAT A meeting of this group will be held [redacted] February at [redacted] in Room [redacted]. Each Office representative and NIO should bring to the meeting a list of proposed candidates for the working groups. If an Office or NIO feels that more than one individual can make a substantial contribution to the exercise they are encouraged to offer several names. D/NFAC will review the lists and designate a chairman for each group.

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Subject: NFAC Research Production Plan

4. The task of these working groups will be important in several respects. The research themes they develop will determine the nature and thrust of the NFAC research effort for the coming year and perhaps beyond. Those themes must be sufficiently broad so that the bulk of NFAC's traditional research effort can be related to them but also imaginative and innovative so that they stimulate the development of more demanding and multidisciplinary work. The extent to which we can relate our research to these issues will reveal a great deal about the quality and commitment of our resources and perhaps point up the need of major concentrations of effort that we are not now making. It must be understood, however, that the issues are not intended to provide a framework for all possible research. We want to identify the most important intelligence research issues only. A number of NFAC research proposals may not relate in any way and these will have to be justified on some other basis. Conversely, NFAC may not be prepared for whatever reason to conduct research under every theme and indeed the list of themes under some given topic may only contain one or two items.

5. Once the list of research themes has been developed, D/NFAC will indicate those to which top priority is to be given.

Bruce C. Clarke, Jr.

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NFAC 1096-80

13 February 1980

MEMORANDUM FOR: Office Directors, C/NIC, NIOs,
C/PME, CRES, SRP

SUBJECT: Guidelines for Production Planning

1. As agreed at the 13 February meeting on Research Production, I would ask that each of you provide me or with your recommendations for modifications, additions or deletions to the list of Cardinal Issues by 19 February. We will consolidate them into a final draft.

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2. I want to emphasize that this thematic approach to constructing the plan has several specific objectives which must be kept in mind as we move forward. One is to devise a structure to which we can relate the bulk of NFAC research including much of the NFAC conventional and basic research that serves as building blocks for more complex undertakings. D/NFAC continues to want a document that covers the range of NFAC research--recognizing that there continue to be different definitions of what properly constitutes research. Secondly, through the careful definition of subcategories under the Cardinal Issues, we must identify issues that will stimulate the development of multidisciplinary research that can cut across organizational and regional or functional lines. These will be a significant but relatively small portion of the overall research effort. Such projects will require new departures and will possibly reveal weaknesses in our ability to deal with more imaginative and complex issues that are of policy importance.

3. The challenge to the working groups will be to develop a mix of issues that relate these separate categories of research and yet not simply be a shopping list covering all

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SUBJECT: Guidelines for Production Planning

the work that NFAC has traditionally done. This will require dedication and imagination on the part of the groups. I would endorse the proposal set forth at the meeting that some review at the policy level of the subcategories would be useful. In addition, D/NFAC will be reviewing and prioritizing the issues in the framework.



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INTELLIGENCE IN THE 1980s

The surprising events in late 1979, and the way the US and other countries reacted to them, pose an ineluctable challenge to the Intelligence Community. It is too early to tell whether these crises and their perception amount to a watershed in international affairs and in the world position and behavior of the United States. But they have certainly precipitated serious enough questions to require the Intelligence Community to face a vast array of new problems, and of old problems seen in a new way. The fact that there will be a newly elected President and, before long, a change of leadership in the Soviet Union only adds a further dimension to the task.

Iran's seizure of American hostages, Soviet intervention in Afghanistan and the responses to these events were critical in three distinct ways.

First, as discrete things, they impinged sharply on various US interests and shed a revealing light on its position in the world and on that of many other countries:

- US-Soviet relations
- Soviet military capabilities and will to deploy and commit these abroad
- US relations with states in the Middle East and Southwest Asia
- the cohesion of the Western Alliances
- the world oil problem
- nuclear proliferation
- arms control and the arms trade
- economic growth and stability, and international trade
- the Non-Aligned Movement, to name but a few

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Second, these events epitomize the character of emerging world politics, that is, of complex developments in a highly interdependent world that is fragile, disorderly, nasty and dangerous even if it also offers opportunities for, and needs constructive and cooperative effort.

Third, many Americans have experienced recent shocks in a way that has begun to disturb and perhaps transform previous perceptions of this world, and of their country's stake and role in it. Some of these preconceptions have proved illusory or simplistic.

The impact on the responsibilities of the Intelligence Community, although perhaps not clear as yet, is bound to be substantial and pervasive. Indeed, the first priority is to establish such clarity. The routine perpetuation of accustomed practices will not be enough. What is needed badly is an imaginative, self-imposed approach to defining research tasks about the welter of dynamic problems which the Intelligence Community must address.

The purpose of the Cardinal Issues is to begin the process of planning NFAC research for 1981. The next phase is the critical step of identifying research themes and subjects that look forward imaginatively toward serving the intelligence needs of policymakers.

To do so, we need to be unencumbered by barriers between researches that focus on particular countries and regions, on the one hand, and between research disciplines on the other. This does not mean that there should not be ample room for researches that are specific to regions or disciplines. Such researches are needed both because they address problems that are important per se or because they are necessary building blocks for tackling issues that interlink regions and disciplines. We need, however, a substantially larger proportion of researches that address inter-regional or global issues and issues that demand an interdisciplinary approach.

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Because many significant intelligence questions have crucial inter-regional or global dimensions (as they also have national and subnational ones), a number of such issues are represented on the following list of Cardinal Issues, and we expect regional working groups formulating research problems to do so in an inter-regional and global as well as a regional context.

CARDINAL ISSUES

Note:

a. The following classification is to some extent arbitrary, e.g., some issues under regional headings could have been put under inter-regional or global ones, or vice versa. The simple fact is that many interesting issues have global, inter-regional, regional, state and sub-state dimensions. In designing intelligence research, the critical question relates to where significant action is mainly located or likely to be located from the viewpoint of US interests. Thus, some global problems may be researched best within regional frameworks.

b. Despite suggestions to the contrary, we have refrained from deriving specific research questions from the broad issues. This fine tuning is the purpose of Stage II. Many specific suggestions we have received will be useful at that time.

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NFAC Research Production Plan

The following personnel have been selected by their respective offices to participate in working groups which will develop issues or research themes to which the bulk of NFAC proposed research will be related in the next Research Production Plan. D/NFAC has, in addition, specified individuals to chair each group and thus are so designated.

1. USSR

A. Political-Military External

NIO -	<div style="border: 1px solid black; width: 150px; height: 120px;"></div>	Chairperson
OPA -		
OSR -		
OCR -		

STAT

B. Political-Economic

OER -	<div style="border: 1px solid black; width: 150px; height: 120px;"></div>	Chairperson
OPA -		
OSWR -		

STAT

C. Military-Strategic

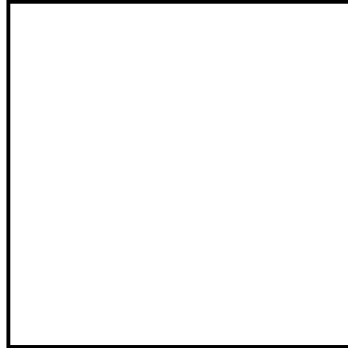
OSR -

NIO -

OSWR -

OSR -

OIA -



Chairperson

STAT

D. Military-General Purpose Forces

NIO -

OSWR -

OSR -

OIA -



erson

STAT

2. Eastern Europe

NIO/USSR-

OPA -

OER -

OGCR -


OCR -



airperson

STAT

3. Western Alliance - OECD

NIO -  Chairperson STAT

OPA -  Chairperson STAT

OER -

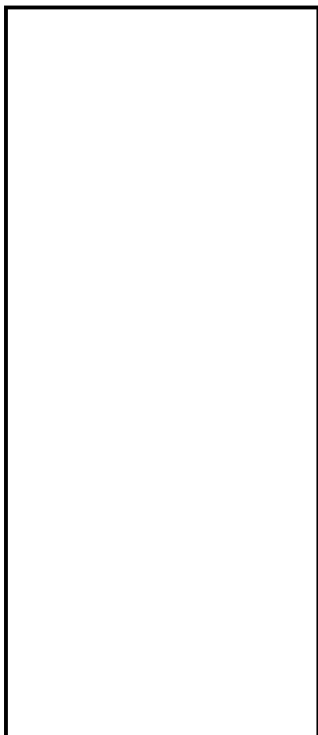
OSR -

OGCR -

OSWR -

OCR -

4. Middle East (including South Asia)

OPA -  Chairperson STAT

OER -

OSR -

OGCR -

OIA -

OSWR -

NIO -

OCR -

5. Far East

OER -  Chairperson

STAT

STAT

OPA - 

OSWR -

OGCR -

OIA -

OCR -

OSR -

NIO -

6. Africa

NIO -  Chairperson

STAT

OER - 

STAT

OPA -

OGCR -

OSR -

OCR -

7. Latin America

OPA -

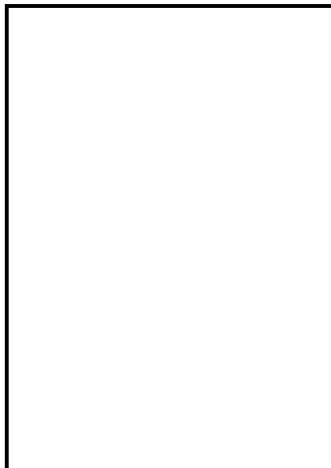
OER -

OGCR -

OSR -

OCR -

NIO -



Chairperson

STAT

8. Indian Ocean

OPA -

OER -

OSR -

OCR -

NIO -



Chairperson

STAT

9. Global Issues

A. Politico/Military

OPA -

OSR -

OSWR -

OIA -

OCR -

Chairperson

STAT

B. Political-Economic

OER -

OPA -

NIO -

OGCR -

OCR -

Chairperson

STAT

C. Political

OPA -

OER -

OCR -

NIO -

OGCR -

Chairperson

STAT